MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017 / 2018 SESSION

DOB5018 – ORGANISATIONAL BEHAVIOUR

(All sections / Groups)

28 OCTOBER 2017
9.00AM – 11.00AM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **NINE (9)** pages with **THREE (3)** sections.
2. Answer **ALL** questions.
3. For sections A and B, shade your answers in the OMR sheet provided.
4. For section B, shade "**A**" for **TRUE** statement and shade "**B**" for **FALSE** statement.
5. For section C, write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1.5 marks).

1. Which behavioural science discipline is **MOST** focused on understanding individual behaviour?

   A) Sociology.
   B) Social psychology.
   C) Psychology.
   D) Anthropology.

2. The Myers-Briggs Type Indicator classifies people in all of the following categories **EXCEPT** _____.

   A) Extraverted/introverted
   B) Sensing/intuitive
   C) Perceiving/judging
   D) Independent/dependent

3. Which dimension of the Big Five Model refers to an individual's propensity to defer to others?

   A) Conscientiousness.
   B) Agreeableness.
   C) Extraversion.
   D) Openness to experience.

4. Bryan is late for work each day by about ten minutes. How would the attribution theory describe this behaviour?

   A) It shows consensus.
   B) It shows similarity.
   C) It shows reliability.
   D) It shows consistency.

5. _____ indicates the tendency of an individual to attribute his own successes to internal factors while putting the blame for failures on external factors.

   A) Fundamental attribution error
   B) Self-serving bias
   C) Distinction bias
   D) Selective perception

Continued...

6. The emotional or feeling component of a person's attitude is called _____.

A) complex understanding.
B) the cognitive component.
C) the affective component.
D) a complex attitude.

7. The degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance as being important to self-worth is _____.

A) job satisfaction
B) job involvement
C) job stability
D) organisational commitment

8. According to Douglas McGregor's Theory Y, a manager assumes that employees _____.

A) dislike work
B) need to be controlled
C) avoid responsibility
D) exercise self-direction

9. McClelland's theory of needs concentrates on which three needs?

A) Achievement, growth, and security.
B) Achievement, power, and affiliation.
C) Self-actualization, stability, and affiliation.
D) Affiliation, control, and security.

10. Farah watches her friend Maria slim down. This increases her confidence that she can lose weight too. Which of the following ways of increasing self-efficacy is represented by this example?

A) Enactive mastery.
B) Vicarious modeling.
C) Arousal.
D) Verbal persuasion.

Continued...

11. Faizal works at home at least 2 days a week on a computer linked to his employer's office. He goes to work at odd hours and returns as he pleases. Which of the following terms accurately represents Faizal's work arrangement?

A) Autonomy.
B) Job sharing.
C) Flextime.
D) Telecommuting.

12. Which of the following is an example of a piece-rate plan?

A) RM13 for each hour of work.
B) RM3 for each unit produced.
C) Productivity bonus.
D) Commission.

13. Which of the following is **NOT** a reason why people join groups?

A) To consume fewer hours in decision making.
B) To fulfill social needs for affiliation.
C) To feel stronger and have fewer self-doubts.
D) To achieve something that cannot be individually achieved.

14. Which of the following terms best describes the acceptable standards of behaviour that are shared by a group's members?

A) Norms.
B) Rules.
C) Status.
D) Traditions.

15. Which of the following terms best represents voluntary actions that violate significant organisational norms and, in doing so, threatens the well-being of the organisation or its members?

A) Negativity offset.
B) Deviant workplace behaviour.
C) Self-concordance.
D) Emotional contagion.

Continued...

16. Groups of approximately _____ members tend to be more effective for taking action.

A) two
B) seven
C) eleven
D) sixteen

17. A team consists of employees from the same department who meet for a few hours each week to discuss ways of improving the work environment but they do not have the authority to unilaterally implement any of their suggestions. This is **MOST** likely to be a _____ team.

A) cross-functional
B) virtual
C) self-managed
D) problem-solving

18. Which of the following teams are more likely to be made up of employees from about the same hierarchical level but different work areas?

A) Problem-solving.
B) Self-managed.
C) Cross-functional.
D) Task.

19. Teams that consist of team members that score _____ are more likely to perform poorly.

A) high on conscientiousness
B) high on openness to experience
C) high on emotional stability
D) low on agreeableness

20. _____ communication flows to a higher level in the group or organisation

A) Horizontal
B) Downward
C) Lateral
D) Upward

Continued...

21. When all communication is channeled through one central figure, a(n) _____ communication network exists.

A) all-channel
B) chain
C) mesh
D) wheel

22. Which of the following forms of communication **MOST** likely deals with body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver?

A) Written communication.
B) Downward communication.
C) Nonverbal communication.
D) Lateral communication.

23. _____ power is based on the fear of the negative results from failing to comply.

A) Legitimate
B) Coercive
C) Punitive
D) Referent

24. The opposite of coercive power is _____ power.

A) referent
B) reward
C) legitimate
D) charismatic

25. Which of the following skills best represents the ability of people to influence others to enhance their own objectives?

A) Analytical skill.
B) Critical thinking skill.
C) Political skill.
D) Reflective thinking skill.

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26. The power tactic of using flattery and creating goodwill before making a request is known as _____.

A) ingratiation
B) consultation
C) inspirational appeal
D) motivational appeal

27. When one person seeks to satisfy his or her own interests regardless of the impact on the other parties to the conflict, that person is _____.

A) competing.
B) avoiding.
C) accommodating.
D) compromising.

28. According to the interactionist view, _____ conflicts support the goals of the group and improve its performance.

A) formal
B) informal
C) functional
D) dysfunctional

29. You have decided to involve the sales personnel in planning for the change and in stocking appropriate new items to sell to gardeners. The method for overcoming resistance that you have chosen is _____.

A) education and communication.
B) participation.
C) negotiation.
D) manipulation and cooptation.

30. Who developed a three-step model for change that included unfreezing, movement, and refreezing?

A) John Kotter
B) David McClelland
C) Douglas Surber
D) Kurt Lewin

[TOTAL 45 MARKS]

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SECTION B: TRUE/FALSE QUESTIONS (each question carries 1 mark). Answers for this section should be shaded on the OMR form.

31. According to McClelland's theory of needs, when jobs have a high degree of personal responsibility and feedback and an intermediate degree of risk, high achievers are strongly motivated.

32. Job rotation allows two or more individuals to split a traditional 40-hour-a-week job.

33. Individual decisions are more time consuming than group decisions.

34. According to the University of Michigan studies, production-oriented leadership is defined as the extent to which a leader tends to emphasize the technical or task aspects of the job.

35. Legitimate power is influence wielded as a result of expertise, special skill, or knowledge.

[TOTAL 5 MARKS]

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SECTION C: STRUCTURED QUESTIONS

QUESTION 1

(a) List and briefly explain **THREE (3)** ways turning individuals into team players. (6 marks)

(b) Identify any **THREE (3)** characteristics of work group and any **THREE (3)** characteristics of work team. (9 marks)

(TOTAL: 15 MARKS)

QUESTION 2

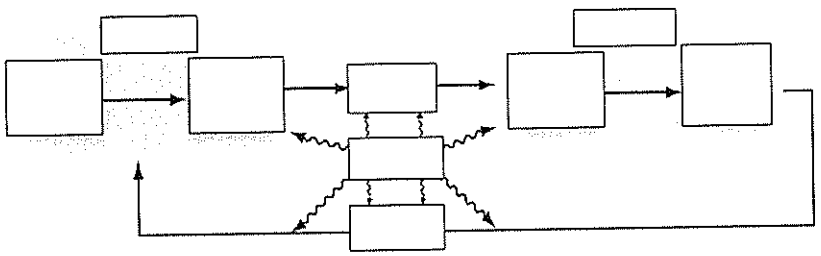

Figure 1: Communication Process Model

(a) Draw the communication process model and fill in the boxes. (10 marks)

(b) List the **THREE (3)** basic methods of interpersonal communication. Provide an example for each. (6 marks)

(TOTAL: 16 MARKS)

QUESTION 3

Outline and discuss the **FIVE (5)** stages of conflict process. (10 marks)

(TOTAL: 10 MARKS)

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QUESTION 4

Stress is typically associated with demands (responsibilities, pressures, obligations, and uncertainties individuals face in the workplace) and resources (things within an individual's control that he can use to resolve the demands)

(a) State the **TWO (2)** types of stress with example for each. (3 marks)

(b) Identify **FOUR (4)** individual approaches toward managing stress. (6 marks)

(TOTAL: 9 MARKS)

[TOTAL 50 MARKS]

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